

ST. MARY'S UNIVERSITY COLLEGE

BUSINESS FACULTY

DEPARTEMENT OF MANAGEMENT

**AN ASSESSMENT OF EMPLOYEE - MANAGEMENT RELATION
THE CASE OF ETHIOPIAN WILEDLIFE CONSERVATION
AUTHORITY**

**BY
HABTAMU CHEKOL**

**JUNE 2011 GC
SMUC
ADDIS ABABA**

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AUTHORITY**

**A SENIOR ESSAY SUBMITTED TO THE
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THE DEGREE OF BACHELOR OF ARTS IN MANAGEMENT**

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ACCRONYMS

EWCA Ethiopian Wildlife Conservation Authority

HR Human Resource

CEO Chief Executive Officer

CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

In the past, the relationship between managers and employee was based on the assumption that managers were like owners and were free to dictate any terms of employment. There were few laws and protections available to employees that would protect their interests at times of poor treatment, manipulation, unfair practices, etc. For organizations to maintain continued success, relationships between management and employee must improve. Corporations must align their organization's goals with employee activities, the pay scale disparity between employees and executives must diminish, employees must share significantly in company profits, and they must have all the tools to do their jobs efficiently and effectively. Moreover, employees must discern how their actions affect the bottom line (Belilos, 1997:2).

The managers did not value the employee loyalty and the employee benefits. The manager did not seek ways for the employee satisfaction and as a rule they did not intend to build better employee relationship. This terrible situation could not last too long. At first, it was the labor unions that made protest against the unfair relationships between managers and employee, and called for the government to provide rights, better employer and employee relationship, and the employee satisfaction. The employees did not always have better standards of workplace safety, labor legislation and wages. We cannot be sure that today we have perfect laws and terms of employment. However, we are sure that today's employers give better workplace and employee benefits which increase employee loyalty and employee satisfaction (Belilos, 1997:2).

Hence, the ultimate purpose of this paper is to look at the relation between employee and management of Ethiopian wildlife protection authority and forwarded some recommendation based on findings of the study.

The Ethiopian Wildlife Conservation Authority (EWCA), established in 2008 manages 13 national parks, wildlife reserves and sanctuaries and regulates wildlife utilization in controlled hunting areas and entire country. EWCA manages over 3.75 million hectares of natural habitat including 1.8 million hectares of forests and woodlands, this represent almost 20% of the total remaining natural forest in Ethiopia. Much of the remaining forest is found in forest priority areas (EWCA, 2009:2).

According to EWCA (2008:3) have around 773 total employees most of them i.e. around 90% of the employees work in 13 parks controlled by the authority. By and on the head office there are around 88 professional personnel. The number of scouts out numbers other personnel. After the government has the authority to put 9 parks under its jurisdiction the number of staff rises to 403. Currently the authority has exactly 773 staffs under it (P :3)

The authority delivers various services, some of them include, establishing new protected areas and Trans Boundary National Parks, Re-demarcation and Legalization of the existing national parks and wildlife sanctuaries, improve the administration of endangered and endemic wildlife species, minimizing and rendering solution for human wildlife conflict, control and monitor illegal wildlife trade and wildlife product trafficking,

1.2. Statement of the problem

According to Susan, (2006:190) even the best organizations periodically make mistakes in dealing with people, they mess up their opportunity to create effective, successful, positive employee management relations. They treat

people like children and then ask why people fail so frequently to live up to their expectations. Managers apply different rules to different employees and wonder why workplace negativity is so high. People work hard and infrequently receive positive feedback.

At the same time, many organizations invest untold energy in actions that ensure employees are unhappy. They ensure ineffective employee relations results. As an example, one of the most important current trends in organizations is increasing employee involvement and input. Retain valued employees, develop empowered people working together to serve the best interests of the organization, and create an environment in which each employee contributes all of their talents and skills to the success of organizational goals is highly dependent on conducive work environment of a particular organization.

However, getting such an ideal fact within various organizations particularly Ethiopian Wildlife Conservation Authorities (EWCA) is questionable. Data obtained from personal observation indicated that employees working in the authority are not satisfied by the environment they face within the organization. This is due to the relation they have with their manager which is highly affecting their commitment in discharging their respective responsibility.

Hence, this study tries to identify the kind of relation exist between employee and management and investigate the possible gap to suggest solution for future improvement.

1.3 Research Questions

The research has addressed the following basic research questions:

- What kind of employee management relation exists in EWCA?

- To what extent employees are satisfied with the relation they have with their managers?
- What type of emphasis given to make employee manager relation better?
- How the management of the organization equipped with proper competence to handle their subordinate?

1.4 Objectives of the Study

1.4.1 General Objective

The general objective of the study is to assess employee management relation in Ethiopian wild life conservation authority.

1.4.2 Specific Objective

- To identify the kind of relation exist between employee management of EWCA.
- To examine the extent of employee's satisfaction by the relation they have with their managers.
- To examine the emphasis given to make employee manager relation better.
- To signify the level of competence managers possess to handle their subordinate.
- To propose possible solutions for it.

1.5 Significance of the Study

This study will have contribution in providing important feedback to Ethiopian Wild life Protection Authority concerning the relation that should exist between employee and management. Moreover, the study can be the source of

information for some other study conducted under similar or related area. It can also provide an experience for the researcher future carrier.

1.6 Delimitation / Scope /of the Study

This study covers only Ethiopian wildlife conservation authority which is located-in Addis Ababa. Since it is difficult to address all data's in the authority, the study delimits itself in analyzing data form 2008 to 2010 to get recent information that can enhance the validity of the research findings.

1.7 Research Design and Methodology

1.7.1. Research Design

The research is designed and accordingly conducted using survey methodology and it is descriptive in its nature, because it can describe the state of nature that exists with in the authority.

1.7.2 Population and Sampling Technique

Employees and management bodies in the head of EWCA was considered as population of the study, i.e. 101. Out of these 10 management bodies of the authority and the remaining 91 employees were taken as sample respondents using census method to make the result of this research acceptable by all parties and to assist the student researcher to make sound generalization.

1.7.3 Type of Data Collected

The student research were used both primary and secondary Data to undertake the research. The primary data source is selected to get clear and effective first hand information from the employees and managers. Secondary data source was also used to make the analysis applicable.

1.7.4 Method of Data Collected

In order to obtain the required Data, Questionnaire and Interview were employed. Questionnaires were used because it will help in saving money and time for both the researcher and the workers; it also helps to gather vast information within limited period of time. On the other hand, interview was made with the management bodies that are responsible to oversee the topic under study.

1.7.5. Methods of Data Analysis

To conduct the study, Qualitative and Quantitative Research Method were used. Qualitative method are used to describe the data in logical manner where as Quantitative method were used to express in numerical data like frequency count and percentage are used to present, Analyze and Interpret the data.

1.8 Limitation of the Study

There were some factors that affected the study not to be carried out as was expected. Among these factors the following were the major

- Shortage of time or time constraints.
- Some staff managers do not give clear information.

1.9 Organization of the Study

The main bodies of the paper were organized in to four chapters. Chapter one contains, introductory part such as, Background of the Study, Statement of the problem, Objectives of the Study, Research Questions , Significance of the Study, Delimitation of the Study, the Research Design and Methodology, and Limitation of the Study, Organization of the Study. Chapter two, deals with review of related literatures. Data Analysis and Interpretation was Incorporated in chapter three, the last chapter contains Summary, Conclusions and Recommendations.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1. Showing Respect in the Workplace

Respect in the workplace does not always come easily. No matter which dictionary is used, the word 'respect,' both as a noun and a verb, is defined and described with words like 'esteem,' 'show high regard for,' and 'honor.' How is this kind of respect demonstrated in the workplace? It can be seen in treating everyone with courtesy and dignity, without prejudice or discrimination. The familiar concept of the Golden Rule that is found in many cultures is always effective. It is simply, 'do unto others as you would have them do unto you.' These are all fundamental guidelines for being part of a community, even at work. However, at work, there are also situations that are specific to an individual's position. Whether management or staff, everyone can help develop an environment of respect in the workplace by following some basic guidelines (Armstrong, 2002:65).

- **Organizational Entry**

The employment relationship likely begins when individual begins the selection process for a position or contract with organization. It is here that individuals begin to form expectations as to how they will be treated. The most fundamental questions at this early stage are the individual's employment status and work arrangement (Ibid).

- **Employment Status**

Organizations can avoid large tax liabilities by classifying workers as contractor's rather than employees, such as (Health insurance, retirement plans, and stock options) are made available only to employees of the organization. Undoubtedly, it affords clear financial advantage to classify employees as contractors. However, the mere labeling of employees as contractors is not sufficient: several facets of the

employment relationship need to be considered in making this distinction.

In determining if the worker should be considered an employee or a contractor, a full assessment of the circumstances of the working relationship is needed, although the focus is often on a few key areas. Specifically, it is important to assess the worker's "right to control". The right to control is simply the extent of the employer's supervision over the manner and means of doing the work. If the worker has complete control over the manner and means of accomplishing the end result, he or she is likely in a contract relationship. Alternatively, if a supervisor can dictate the means by which the worker accomplishes tasks, the worker should be classified as an employee. The extent to which the worker must follow established Human Resource policies and procedures the worker is likely to be considered an employee rather than a contractor. Other important issues in determining the fundamental nature of the worker's status include length of employment. (Ibid)

2.1.1. Management Showing Respect for Employees in the Workplace

Managers and supervisors are in unique positions with the authority to make sure that the workplace is a place of respect for each employee. A common complaint of staff in many organizations, though, is that management does not respect them, or their work. It is hoped that management really does appreciate the work and respects the people doing it. Some managers simply do not know how to show that kind of respect without feeling they are losing some of their authority. These managers might want to remember that it is their employees who actually do the work, and who can make them look good to senior management. It would serve them well to implement the following suggestions.

- Tell employees that their work is appreciated. This does not just mean saying they did a good job. It also means putting their work in a larger context. For example, 'Your report is being incorporated into the branch's strategic plan that's going to the executive committee.'
- Include employees in planning and problem solving. There is no way that management has all the answers. It is a sign of respect of employees' knowledge and experience to include them in planning the next project or changing the way things are done. If there are front line problems, it is probably the employees who are on the front line of the business who will have feasible solutions. Invite them to speak and listen to them.
- Individualize the performance appraisal process. It is so easy for managers to conduct annual performance reviews as if they are on an assembly line. An effective appraisal shows respect for the employee as an individual, with his own skills, knowledge, and personal attributes.
- Acknowledge the employees as persons. Move around the workplace. Speak with staff. Get to know them as individuals with their own lives, families, problems, and victories. This does not mean the managers have to be best friends with their employees, but it does mean being friendly, perhaps knowing when a spouse is having surgery, or a daughter won a college scholarship.
- Acknowledge the work unit as a diverse group of individuals. This shows respect for the unique contribution each employee brings to the overall achievements.

The bonus for a respectful manager is a work environment that is comfortable, collaborative, and probably more productive. Employees feel confident in approaching such a manager with useful ideas and opinions that benefit everyone (Armstrong, 2002:69).

2.1.2. Employees Showing Respect for Management in the workplace

In some workplaces, it is all too easy for the employees as a group to disrespect the manager or supervisor. One strong person starts complaining about the way he is treated, the workload, or an apparent injustice in scheduling. Everyone joins in and, over time, the workplace become unhealthy and unproductive.

- Communicate with the manager. Instead of complaining behind the manager's back, the employee should approach the manager or supervisor and state his opinion or concern in a businesslike manner. That is being respectful. Even just friendly small talk is showing respect of the manager as a person.
- Contribute to a healthy workplace environment. Showing respect not just for management, but also for co-workers is fulfilling each employee's responsibility to contribute to a comfortable, healthy workplace. There is no place for prejudice or disrespectful discrimination. By example, each employee can encourage everyone to speak and to listen to others.
- Respect the position, if not the person. Some managers are difficult and unlikable. This is when the employee must think in terms of respect for the position and the authority of the position. This sounds arbitrary, but it is an implied piece of an employment relationship (Armstrong, 2002:72).

2.2. Formalizing Respect in the Workplace

Although no one can dictate respect, the concept of it can be formalized in the workplace. This usually shows up in various policies and documents with guidelines on how to implement them to build a respectful workplace.

- Communication. Formal communication processes ensure that there is due respect shown to all management and employees by sharing pertinent information. This could include a newsletter, an employee handbook, and regular staff meetings.

- Policies. There should be HR policies that are very clear about what is and is not acceptable behavior in the workplace. Respect is the foundation of these policies.
- Performance appraisals. The performance appraisal process is really ongoing communication between a manager or supervisor and the employee, by listening to each other, sharing appreciations, or doing job coaching. Offering an opportunity for professional development is a sign of respect of the employee's capabilities.
- Mission statement. The mission statement of most companies speaks to excellence. An explanation in the employee handbook of how each manager and employee contributes to this excellence is a sign of corporate respect of all the employees (Armstrong, 2002:75).

2.2.1 Final Thoughts on Showing Respect in the Workplace

It is often simple actions with a powerful message that show respect. For example, take the two minutes to listen to a new idea; speak those words of appreciation to an employee, manager, or co-worker. Showing respect usually results in receiving respect. Whether a manager or an employee, each person must respect himself if he is to expect respect from others. Armstrong, 2002:76).

2.3 Building Effective Work Relationship

Those who work are called employees or workers, and those who manage or oversee these workers are called leaders or bosses. The work relationship is a cooperative, mutually beneficial arrangement between two or more people who co-exist based upon certain conditions, promises and agreements with one another. Bosses and workers use common sense and wisdom to make their work relationships work (Jacques, 1996).

Bosses promise to compensate workers fairly for the work they perform. Workers promise to work hard to earn the compensation paid to them. Bosses agree to provide a positive work environment that will promote employee commitment and engagement. Workers agree to be fully committed to and actively engaged in helping the company achieve its mission and vision (Ibid).

A manager can dissolve the relationship if the worker breaks the agreement; and then can form a new relationship with another worker. A worker can dissolve the relationship if his or her skill level increases and there is no work that uses those skills; and may then form a new relationship with another manager. Leaders benefit from both existing workers who have matured in experience and skill, as well as new workers who bring fresh ideas and experiences. Workers benefit from new challenges in existing jobs, tasks, and assignments, as well as those presented by working at other companies with different bosses (Jacques, 1996:90).

• Flexible Work Arrangements

The work arrangements specifically, will the new employee work and non work lives by allowing workers to adopt more flexible work schedules. Some of the more popular programs include flextime, permanent part-time work, job sharing, and compressed work weeks. Means that the employees can choose his /her work schedule with in some limited Gen-early, most employees are required to be at work during some “core” period of time, often in the middle of the day.

The work relationship can be severed when either the boss or worker takes advantage of or hurts the other. Failing to live up to the agreement, the boss terminates or fires the worker or the worker quits or resigns from the boss. Employee survey research has consistently shown that

the number one reason why workers leave a company is poor boss quality (Jacques, R. 1996:511).

Both bosses and workers must acknowledge and show consideration for one other, as well as learn to trust each other in order to overcome challenges. Work relationships should promote open communication and mutual understanding. Bosses and workers are to cooperate with one another and use collaborative ways to solve problems and make decisions.

2.4. How to Make Employees Satisfied

According to Belilos, (1997) one unhappy employee is like a bad apple--it can spoil the whole basket. Managing an unhappy employee situation can get volatile, so catching such situations early may be vital to a conflict free resolution. Here are some tips to help manage unhappy employees.

Pay attention to your staff, if there is a problem, the employee grapevine may know about it long before you do. Keep your ear to the ground for disgruntled comments and watch your employees' attitudes for signs of discontent. Speak with the employee one in one Ask the employee personally to meet with you in your office near the end of the workday to try to find out what the problem is. Doing it at the end of the day cuts down on gossip and allows your employee to go home and consider the conversation without interference.

Moreover, listen to your employee. If they have a problem with you personally, they may around it. Be direct if necessary, and try to see if you can resolve it in such a way that both of you can continue to work together professionally, or suggest a transfer to another department. And also keep your temper. Your employee is already upset, and you don't want matters to escalate. If they start

shouting, wait until they are done, and state calmly that you are not there to argue. Ask if they need a day off to cool down (Belilos, 1997).

The Ongoing Relationship

The employee is related to an entity, not a person, which presents some obvious differences. However, we are still calling this association a relationship. As such as with your personal relationships, the organization must have mechanisms in place to handle both portions of the relationship that are common to all employees (e.g. most policies and procedures) and those that deal with each employee's tenure, health, and violation of rules and regulations may require and organization to alter the relationship.

One of the most important influences upon the ongoing relationship is not determined by the organization at all; rather, it is the external legal environment. Internal forces influencing the working relationship are the employees themselves (through participation programs) and organizationally established policy and procedure. Also in this section, employee discipline and grievance procedures are discussed. (Belilos, 1997).

External Forces: Law

The external forces governing the employment relationship are employment laws. Not only is it a good business practice to ensure fair dealing with employees, organizations are legally bound to so in some cases.

Our types of legal doctrine and legislation are particularly relevant to the established employment relationship.

Employment- at-will

The employment- at - will doctrine is a common- law standard that states that a private institution has the right to terminate its employees, with or without

just cause, in the absence of a written contract. Proponents of the employment-at-will doctrine argue that individuals often exercise this right; they may resign from the organization at any time without providing reasons or rationales for doing so. An organization having the ability to terminate employees at will simply introduces mutually in to this facet of the relationship. (Ibid)

Internal Forces: Employee Survey

While there are external legal forces that govern the ongoing working relationship to some extent; there are two major internal forces that also must be considered. The first of these is the influences of the employees themselves. Particularly in cases where formalized participation and involvement programs exist, the employees may have the power to make suggestions, become involved in management decision making, and provide feedback to the organization and its leaders. Generally, it is believed that involving employees in decision making will result in improved job attitudes and cooperation and reduced turn over, absenteeism, and grievances. In practice organizations involve their employees in actual decision making to varying degrees, many use such tactics as quality circles, autonomous work teams, and high involvement initiatives to engage employees and include them in decision making fundamental to these initiatives, and however, is the solicitation of employees' feedback. Virtually all organizations gather feedback from their employees, and most often this is accomplished through employee survey systems. (Ibid)

2.5. Factor That Influencing On Employee Productivity

A competent, likable manager is the key to worker productivity. The lifeblood of any successful company is its employees, and the heart that pumps that blood is management. People in authority, from shift supervisors to the CEO, have a far-reaching impact upon their people, and should always operate with that truth firmly in mind. The manager-employee relationship strongly affects

employee satisfaction, company loyalty and incentive to produce (Callahan, 2010:311).

Attitude is Contagious: Attitude is generally reciprocated. You tend to smile at someone who smiles at you or react unfavorably to someone frowning your way. A manager looking tired, unhappy or disinterested sends the signal to the employees that their job is not worth the energy, happiness and interest they are being asked to invest. Conversely, a manager exhibiting enthusiasm and determination will likewise inspire others. A manager exhibiting sincere admiration for the employees and interest in their well being will inspire them to work harder. They will do so not simply to get their jobs done, but to continue earning their manager's praise and appreciation. (Callahan, 2010:316).

Fairness and Preferential treatment: In a dispute between employees, a manager should always approach the matter thoughtfully and deliberately, refraining from rash judgments and snap decisions. If the manager, intentionally or not, sides unfairly, that sends a negative message that will far transcend the parties involved. This could instigate some unfortunate office politics. Some employees, believing they can influence the side the manager takes, may feel free to stop working or burden their coworkers because they don't expect to suffer any consequences. Employees feeling unjustly sided against may begin second-guessing every action they take, fearing more punishment from management. The incentive to do a good job is therefore compromised.

Be acquainted with Your Job: The easiest and most effective way to impress employees, and gain their sincere efforts to impress you in return, is to exhibit competence. It knows your job and also theirs; thus, if they request your help, you have the technical know-how to respond effectively. If you worked your way up through the ranks, chances are you possess this technical mastery.

However, if you took a different route to management, you can at least sufficiently familiarize yourself with their duties to respond when requested. (Callahan, 2010:318).

2.6 What Makes Manager Effective in Relationship

Happy employees are often productive employees. Managers of businesses large and small can become more effective by adopting organizational behavior tools to help deal with employee and workplace conflicts. Organizational behavior relies on a combination of psychology, sociology and political science to better understand business culture. Business leaders can use an organizational behavior approach to manage individual, groups and entire companies. With basic organizational behavior skills, managers can develop positive work attitudes and productive behavior in their employees (Lawrence, 2010:239).

- **Psychology**

For managers to be effective it is critical that they understand employee needs and motivators. One of the best ways for managers to understand the underlying emotions and goals that drive employee behavior is to create clear and open channels of communication with employees. Whether they speak with individuals, teams or entire divisions, a manager who understands and reacts to employee psychology can help create a work environment conducive to productivity (Lawrence, 2010:240).

- **Sociology**

In addition to understanding the psychological motivators that drive employee behavior, another skill that effective managers need to master understands the culture of the company in which their employees collaborate. Each company encourages employees to interact in specific ways: Some are more hierarchical; some, team-oriented. Some encourage mentoring; in others, each employee looks out for himself. Managers who

understand the social influences of their companies can lead people in the most appropriate and effective manner (Lawrence, 2010:241).

- **Political Science**

Particularly in larger organizations, managers who master the political environment of their organizations can become more effective leaders. Because managers deal with individuals but are often responsible for teams or divisions, understanding their political culture and attitudes can help managers motivate, control and reward their employees in ways that complement the overall corporate culture. Because organizational behavior concerns the entire business entity, a keen understanding of company politics gives managers key insight to overarching company goals as well as practices or targets that influence individual employees (Lawrence, 2010:242).

2.7. Mistakes Organizations Make their Relationship with People

According to Susan, (2006:190 even the best organizations periodically make mistakes in dealing with people. They mess up their opportunity to create effective, successful, positive employee relations. They treat people like children and then ask why people fail so frequently to live up to their expectations. Managers apply different rules to different employees and wonder why workplace negativity is so high. People work hard and infrequently receive positive feedback.

At the same time, many organizations invest untold energy in actions that ensure employees are unhappy. They ensure ineffective employee relations results. As an example, one of the most important current trends in organizations is increasing employee involvement and input. Organizations must find ways to utilize all of the strengths of the people they employ. Or, people will leave to find work in an organization that does (Ibid).

Retain valued employees, develop empowered people working together to serve the best interests of the organization, and create an environment in which each employee contributes all of their talents and skills to the success of organizational goals. The next time you are confronted with any of the following proposed actions, ask yourself this question. Is the action likely to create the result, for powerfully motivating employee relations that you want to create (Ibid).

2.8. Relationships at Work

Two strong predictors of our happiness at work and commitment to the company are our relationships with coworkers and managers. The people we interact with, how friendly they are, whether we are socially accepted in our work group, whether we are treated with respect by them are important to our happiness at work. Research also shows that our relationship with our manager, how considerate the manager is, and whether we build a trust-based relationship with our manager are critically important to our job satisfaction and organizational commitment. When our manager and overall management listen to us, care about us, and value our opinions, we tend to feel good at work.

When an employee or coworker approaches you for advice, inspiration, feedback or a discussion, listen to understand what the individual needs from you. If you can't fully attend to the staff person at the minute for any reason, it is better to reschedule the conversation. If you are, for example, on your way to a meeting, struggling with a deadline, trying to leave early, or experiencing any other distraction, it is better to make an appointment when you can really listen to the person. Don't try to half way pay attention. You insult the person; you will never fully comprehend their position or need. Worst, the employee walks away feeling that you don't care about his or her concerns. It is far better

to reschedule the discussion when you have time to listen with your full and deep attention (Susan, 2001:360).

The most important brainstorm you will ever experience about inspiration is to realize that you can't do it for people. As a manager or coworker, no matter how hard you try, people choose whether to experience motivation at work. You can't motivate others. You can only choose motivation for yourself. Days speed quickly by and you are engrossed in activities you enjoy. Challenges multiply because you are excited. You set and achieve challenging goals. You feel good about yourself and your self-esteem swells. Choose motivation. If you find you can't, seek out the career and job changing resources on the site. Or, read about how to deal with a bad boss. Don't freeze in place. You really can do better than this

• **Internal Forces Employee Handbooks**

An organizing published policies and procedures (i.e. employee handbooks) are the second of the two majoring internal forces governing the employment relationship. Generally stated, the purpose of policies and procedures is to establish the guidelines by which the organization and the employee contribute to the mutual relationship. Many companies end up in court because of their handbooks. Others survive in court for the same reason. (Morgan,1998:98)

Thus, the creation and distribution of an employee handbook should not be taken lightly; however there is often disagreement about what purposes a handbook should serve. Lawyer often will recommend that the handbook be filled with legal disclaimers, many of which can lineate or confuse the employee or candidate. Employee relations specialists may recommend that the handbook include warm and cuddly human relations statements that may end up implying more job security than

the employer intended. Neither extreme is desirable, and bad employee handbooks may be worse and no handbook total. It is important to carefully consider each and every aspect of content in an employee handbook. Employee handbooks should be used to communicate company policies and procedures establish the mutual agreements between the employee and the organization while avoiding contractual language, explain the company's philosophy, excite and motivate the employees about their jobs, and convey broader sense of the company mission and vision. (Ibid)

Among the more pressing issues that organizations now face in the way of establishing policy are sexual harassment, Internet and computer usage, dispute resolution programs, performance monitoring, trade secrets and non compete clauses, smoking in the workplace, cell phone policy, personal appearance, nepotism, employee dating, and conflicts of interest (Baer, 2006:74).

Many organizations now maintain their handbooks on the company intranet. This affords easy accessibility for all parties and allows for efficient changes and immediate notice of such changes through e-mail. In addition, the contents of employee handbooks often differ depending on the particular classification or status of the worker and the location of the workers. Therefore, electronic copies offer a much more efficient means of providing such tailored information.

2.9 Managing Day-To-Day Employee Performance

Managing employee performance every day is the key to an effective performance management system. Setting goals, making sure your expectations are clear, and providing frequent feedback help people perform

most effectively. What's the Big Deal About Clear Performance Expectations? Clear Performance Expectations Enable Success (Hage and Powers 1992:561).

- **Performance Improvement**

A lack of clear performance expectations is cited by readers as a key contributing factor to their happiness or unhappiness at work. In fact, in a poll about what makes a bad boss - bad, most scholars agreed that their manager did not provide clear direction. This factor affected their sense of participation in a venture larger than themselves and their feelings of engagement, motivation, and teamwork (Ibid).

- **Critical Components of Clear Performance Expectations**

The process that results in employees who clearly understand and execute their performance expectations contains these components: A company strategic planning process that defines overall direction and objectives. A communication strategy that tells every employee where their job and needed outcomes fit within the bigger company strategy. A process for goal setting, evaluation, feedback, and accountability that lets employees know how they are doing. This process must provide opportunities for continuing employee professional and personal development. Overall organizational support for the importance of clear performance expectations communicated through cultural expectations, executive planning and communication, managerial responsibility and accountability, rewards and recognition, and company stories (folklore) about heroic accomplishments that define the workplace (Ibid).

- **Communication of Clear Performance Expectations**

Communication of clear performance expectations starts with the strategic planning process of executive leaders. How they communicate these plans and goals to the organization is critical to create an

organization in which all components are connected and pulling in the same direction. Executive leadership must clearly communicate its expectations for the team's performance and expected outcomes to align each area of the organization with the overall mission and vision. At the same time, leadership needs to define the organizational culture of teamwork desired within the company. Whether a department team or a product, process, or project team, team members have to understand why the team was created and the outcomes the organization expects from the team (Hage and Powers 1992:563).

- **Continuing Support for Clear Performance Expectations**

Your organization demonstrates support for the accomplishment of clear performance expectations in three key ways. You need to show constancy of purpose in supporting individuals and teams with the resources of people, time and money that will enable them to accomplish their goals. When you provide the resources teams need to succeed, you ensure the development of teamwork and the team's best chance for success. Sometimes, this requires the reshuffling of resources or the renegotiation of goals. But, the visual application of resources sends a powerful message of support. The work of the team needs to receive sufficient emphasis as a priority in terms of the time, discussion, attention and interest directed its way by executive leaders. Employees are watching and need to know that the organization really cares (HRage and Powers 1992:567).

Finally, the critical component in continuing organizational support for the importance of the accomplishment of clear performance expectations is your reward and recognition system. Clear performance expectations accomplished deserve both public recognition and private compensation. Publically cheering and celebrating team accomplishments enhances the team's feeling of success.

The recognition clearly communicates the behaviors and actions the company expects from its employees.

2.10. Organizational Justice and The Psychological Contract

A strong influence over our satisfaction level is how fairly we are treated. People pay attention to the fairness of company policies and procedures, fair and kind treatment from supervisors, and fairness of their pay and other rewards they receive from the company. Organizational justice can be classified into three categories: (1) Procedural (fairness in the way policies and processes are carried out), (2) Distributive (the allocation of resources or compensation and benefits), and (3) Interaction (the degree to which people is treated with dignity and respect). At the root of organizational justice is trust, something that is easier to break than to repair if broken.

The psychological contract is the unspoken, informal understanding that an employee will contribute certain things to the organization (e.g., work ability and a willing attitude) and will receive certain things in return (e.g., reasonable pay and benefits). Under the psychological contract, an employee may believe that if he or she works hard and receives favorable performance evaluations, he or she will receive an annual bonus, periodic raises and promotions, and will not be laid off. Since the “downsizing” trend of the past 20 years, many commentators have declared that the psychological contract is violated more often than not.

• Sexual harassment policies

Addressing sexual harassment in the workplace makes both conceptual and legal sense for organizations. Because sexual harassment is one of the most extreme examples of employee disrespect, perceptions of

injustice and emotional reactions to harassment undermine work performance and organizations efficiency.

In short, one of the first actions an HR professional should take upon entering a new organization is to verify the presence of asexual harassment policy. If one does not exist there, create one.

A sexual harassment policy should demonstrate management understands of the issue and express commitment to eliminating its existence. Likewise, the constructing of the policy should encourage employee to come forward with complaints. A good sexual harassment the importance problem reporting procedures and organizational actions such as investigations and discipline and names and phone numbers for individuals to report complaints.(Wanberg: 2000:6)

- **Technology usage policies**

Just employers regulate such things as usage of the telephone, office supplies and equipment, and other company property: some are finding it increasingly necessary to regulate such things as internet and e-mail.

It is important that employers as the selves if a reasonable expectation of privacy exists with the usage of his internet and e-mail at work. If so, courts may determine that monitoring of e-mail and internet usage is a violation of privacy.

In general, however, employers can monitor e-mail and internet activity when these activities are conducted with the employer's equipment, particularly when a specific policy is in place concerning the proper usage of the technology. Excessive personal usage of the internet and e-mail is obviously counterproductive and may be of particular concern when it infringes upon the organization's morals and values.

Employee's handbooks should present technology usage policies in such way that employees are very clear about their rights and responsibilities when creating, accessing, and disseminating information from the work environment. Reality, handbooks should include a policy on cell phone use at work, including both personal and company-provided phones. Employers can be judged culpable for the reckless behavior of employees who talk on their cell phones while driving or performing other potentially dangerous tasks. Such culpability can be reduced if an employee handbook clearly prohibits such behavior. (Ibid)

2.11. Hold Difficult Conversation and Feedback

Have you ever worked along side an employee who had poor personal hygiene, foul smelling clothes or breath, or an annoying personal habit like making clicking noises? Or worse, the employee drinks heavily in the evening and then exudes the smell of alcohol, often mixed with the equally fetid smell of coffee and cigarettes, all day at work? Or, worst on the list of most challenging issues, the employee's breath and pores exude a spicy aroma that makes you ill; the employee's clothes are clean, but he or she appears to bathe infrequently, and you're positive that saying anything would be culturally insensitive. Welcome to the workplace situations from hell (Susan, 2001:363).

Start with a soft approach to set the employee at ease, but don't beat around the bush. The employee's level of anxiety is already sky high and making more small talk while he waits for the bad news to emerge, is cruel. Once you've told him that you want to discuss a difficult topic, move right in to the topic of your difficult conversation. Tell the employee directly what the problem is as you perceive it. If you talk around the issue or soften the impact of the issue too much, the employee may never get that the problem is serious. If you reference

the problem as "some of our employees do the following," the employee may never understand that you mean him.

Whenever possible, attach the feedback to a business issue. This is not a personal vendetta; the difficult conversation has a direct business purpose. Perhaps other employees don't want to participate on his team, and you've noticed the lack of volunteers. Perhaps his appearance is affecting the perception of customers about the quality of the organization's products. Maybe, an irritating mannerism has caused a customer to request a different sales rep. Make the business purpose of the conversation clear. You also need to let the employee know that not only is the behavior affecting the business and the employee's coworkers, it is affecting the employee's career. Express directly the impact you believe the behavior is having on the employee's potential promotions, raises, career opportunities, and relationships in the workplace (Susan, 2001:364).

The managers who write suggest that they will provide a grooming and professionalism seminar for all employees to attend. The employee with the problem will get the message via the training. It isn't going to happen. The employee with the problem will not get that you mean him and you will have subjected countless others to training they didn't need. Train just the individuals who are perceived by organization members to have the problem. This is offensive and discriminatory. Address the issue with the employee - individually. Be sensitive to the fact that different cultures have different norms and standards for appearance, bathing, and dress. (Susan, 2001:365).

2.12. Handling Employee Gossip and Rumor

Gossip is rampant in most workplaces. Sometimes, it seems as if people have nothing better to do than gossip about each other. They gossip about the company, their coworkers, and their managers. They frequently take a partial

truth and turn it into a whole speculative truth. Many employees gossip about the amount of money they make - and often, they don't tell the truth. So, unhappy coworkers beat a path to the HR door asking about their own salary (Susan, 2001:371).

Expect a certain amount of gossip; people want to know what is going on in their workplace, and they like to discuss work issues. The key is to know when the gossip is out-of-hand. You need to act if the gossip is:

- disrupting the work place and the business of work,
- hurting employees' feelings,
- damaging interpersonal relationships, or
- Injuring employee motivation and morale.

If you find yourself having to address gossip frequently, you may want to examine your workplace to understand the consistent themes in the gossip. Consider that you may not be sharing enough information with employees. It is also possible that employees don't trust you and are afraid to ask about important topics. If gossip has been unmanaged in the past, gossip tends to become a negative aspect of your work culture. So, don't let negative gossip go unaddressed.

You can manage gossip exactly as you would manage any other negative behavior from an employee in your work place. Use a coaching approach, when possible, to help the employee improve his or her behavior. But, when needed, gossip management starts with a serious talk between the employee and the manager or supervisor. If the discussion of the negative impacts of the employee's gossip has no effect on subsequent behavior, begin the process of progressive discipline with a verbal warning, then a formal written verbal warning for the employee's personnel file. If you assertively deal with gossip,

you will create a work culture and environment that does not support gossip
(Susan, 2001:373)

CHAPTER THREE

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

The aim of this study is assessing the relationship of employees with their manager in Ethiopian Wildlife Conservation Authority, so, this chapter deals with data presentation, analysis and interpretation of the study based on the data gathered from the respondents. All the data were obtained through questionnaire containing close ended and open-ended questions and through interview with the management body of the Authority. Hence out of 91 questionnaire distributed to the respondents, 81(89%) of the respondents properly filled and returned the questionnaire, However, only 10(10.9%) of the respondents unwilling to fill and return the questionnaire distributed.

3.1 General Characteristics of Respondents

Table 1 below shows the general characteristics of respondents, which include their sex, age distribution, education level, and job experience.

Table 1 Profile of Respondents

No	Questions	Frequency	
		No	%
1	Sex		
	Male	49	61
	Female	31	39
	Total	81	100
2	Age		
	18-25	30	37
	26-30	--	-
	31-35	35	43
	36-40	16	20
	> 40	-	-
	Total	81	100
3	Education		
	Below 12 grad	—	-
	12 complete	2	3
	Certificate	-	-
	Diploma	55	68
	Degree	17	20
	MA/MSc	7	9
	Total	81	100
4	Job experience		
	Below one year	-	-
	1-5 year	34	42
	6-10 year	39	48
	11- 15 year	8	10
	Above 15 year	-	-
	Total	81	100

Source: Questionnaire, 2011

As can be seen in question 1 of table 1 above, majority of the respondent 49 (60%) of them are male, while the rest i.e. 32 (40%) are female. This indicates that majority of the respondents are male, this shows the authority takes on its employees' gender considerably. Because the data shows majority of employees are male.

Question 2 of table 1 indicates that i.e., 30 (37%) of the respondents are between the age of 18-25, 35 (43%) are between age 31-35 and the rest 16 (20%) of them are between age 36-40. From this one can understand that majority of them are in productive age category.

Concerning educational level of respondents as shown in question 3 of the same table majority of them i.e. 55 (68%) are diploma holders, while the remaining 17 (20%) , 7(9%) and 2(3%) of them are degree, MA/MSC and above and 12 completed respectively. This implies that, employees and managers are better understanding each other since they are well educated.

As can be seen in the table 1 above, question 4 the majority of the respondent i.e. 39 (48%) of the replied that, they are working in the authority for the last 6-10 years while the rest 34(42%) and 8 (10%) of them working 1-5 and 11-15 years last 6-10 years this implies that, respondents are informed about the existing practise.

3.2 ANALYSES OF MAJOR FINDINGS

This section contains analysis of primary data directly related to the study. All the data gathered from respondents are presented, analyzed and interpreted in detail here in the upcoming section

Table 2:- Organizational Environment

No	Question	Frequency	
		No	%
1	How do you rate your company Work environment?		
	Very good		
	Good	27	32
	Neutral	-	
	poor	54	68
	Very poor	-	-
	Total	81	100

Source: Questionnaire, 2011

As shown in table 2, majority of the respondent's i.e. 54(68%) of them replied that the environment of the organization is poor. While the rest, 27(32%) of the respondents replied, good. This implies that, there is inconvenient work environment exist in the organization under study.

Table 3 Efforts Made by Managers and Relationship revealed

No	Questions	Frequency	
		No	%
1	How do you rate the effort shown by managers to create better relationship in the organization?		
	Very high	—	-
	High	-	-
	Medium	58	71
	Low	23	29
	Very low	-	-
	Total	81	100
2	The relationship revealed by the management with employees has significantly contributed to high employee turnover?		
	Yes	50	62
	Somehow	-	-
	No	31	38
	Total	81	100

Source; Questionnaire, 2011

As can be seen in question 1 in the table 3, majority of the respondents i.e. 58 (71%) replied that, there is medium level of effort made by managers to create smooth relationship between employees and managers. While the remaining, 23 (29%) of the respondents replied that, managers effort to create smooth relationship is low. One can easily infer from this that management of EWCA somehow strive to create better relation.

Question 2 of the same table 3 indicated that, majority of the respondents i.e. 50 (62%) replied that the relation revealed by manager have impact on

employee turnover, while the remaining 31 (38%) of them replied that, have no impact on employee turnover.

This implies that, employee's behaviour in the organization the highly affected by the relation they have with the management.

Table 4 Contribution of Employee- Manager Relationship on Productivity and Level of Employee Satisfaction

No	Questions	Frequency	
		No	%
1	To what extent the relationship between managers and employees increase productivity?		
	To very great extent		
	To great extent	49	60
	To some extent	32	40
	To low extent	-	-
	To very low extent	-	-
	Total	81	100
2	To what extent are you satisfied with the relation you have with Your immediate boss?		
	To very great extent		
	To great extent	-	-
	To some extent	28	35
	To low extent	53	65
	To very low extent	-	-
	Total	81	100

Source; Questionnaire, 2011

As it is indicated in question 1 of table 4, majority of the respondents i.e. 49(60%) replied that, to great extent employee manager relationship increase

productivity, while the rest, 32(40%) of the respondents replied that, to some extent the relationship of management with the employee increase productivity. Moreover, the data obtained through interview indicated that whoever employees are well equipped with various skills and knowledge there no high level of productivity with in the organization unless employee and management have positive relationship.

As shown in table 4 question 2, majority of the respondents i.e. 53(65%) of the respondents replied that they are satisfied by the relationship with manager to lower extent the rest 28(35%) of the respondents replied to some extent they are satisfied. From this one can infer, employees working within the authority, have no close relation with manager, this can affect their satisfaction.

Table 5 Employee Communication with Manager

No	Question	Frequency	
		No	%
1	How do you rate managers in communicating the work force management policies and procedures?		
	Very high		
	High	8	10
	Medium	18	22
	Low	55	68
	Very low	-	-
	Total	81	100

Source: Questionnaire, 2011

In relation to the communications that exists between managers and employees concerning the polices and procedures, as shown in table 5 above question 1, majority of respondents i.e. 55(68%) replied that, they have lower level of communication with the manager, while the rest 18(22%) and 8(10%) of them replied that, there is medium and high level of communication between

manager and employs regarding work force management policies and procedures. This indicted that, managers in EWCA possibly go through problems in handling managers and employees communication which might hamper the effective achievement of the common goals.

Moreover the management body of the EWCA said that, more emphasis is given to the day to day operation of the authority therefore somehow management have no time to deal with such activity.

Table 6 the Level of Attention Given by Managers to Employee's view and skills possessed

No	Questions	Frequency	
		No	%
1	How do you rate managers willingness in giving attention to employee view and narrowing the gap?		
	Very high		
	High	-	-
	Medium	24	30
	Low	41	50
	Very low	16	20
	Total	81	100
2	Dose managers in your organization Have skill to solve conflict?		
	Yes	24	30
	Somehow	-	-
	No	57	70
	Total	81	100

Source: Questionnaire, 2011

As can be seen in the table 6 question1,the majority of the respondents i.e. 41 (50%) replied that, managers in EWCA give attention and narrowing the gap at

lower level. While the rest 24(30%) and 16(20%) of the respondents agreed that, managers give attention and narrowing the gap at medium and very low level resistively. From this one can understand that, employees working in EWCA are hesitant over the implementation of their view in the authority entire activity and employees cannot exert possible effort in their job, since they cannot actually participant and share their idea.

Question 2 of the same table 6 signifies that, majority of the respondents i.e. 57(70%) replied that managers in EWCA has no skill to solve conflict occur, while the rest 24(30%) of them said that, yes managers in EWCA has the skill needed to solve conflict. However, the data given from the management of the EWCA indicated that, managers has their own skill and competence to do their job but the level of skill each and every manager has in the authority varies. Form this one can easily understand that, there is dilemma in having clear idea about managers skill and competence in solving conflict since employees luck attachment with manager.

Table 7 Managers Emotional Maturity and Understanding

No	Questions	Frequency	
		No	%
1	How do you rate emotional maturity of managers your organization?		
	Very high		
	High	-	-
	Medium	56	69
	Low	25	31
	Very low	-	-
	Total	81	100
2	To what extent managers understand behaviours of their subordinate?		
	To very great extent		
	To great extent	-	-
	To some extent	31	39
	To low extent	50	61
	To very low extent	-	-
	Total	81	100

Source: Questionnaire, 2011

As can be seen in the above table7 question 1, the majority of the respondents i.e. 56(69%) replied that, much of the managers are emotionally matured at medium level. While the remaining 25(31%) of the respondents replied that, managers are emotionally matured at low level. From this one can understand that, managers working with in the authority are doubtful on their emotional maturity, which affects them, not to handle their job well since communications with employees affected by personal emotion.

Question 2 of the same table depicted that, majority of the respondents i.e. 50 (61%) replied that managers can understand the behaviour of subordinate to lower extent, while the rest 31 (39%) of them said that, to some extent managers can understand behaviour of their subordinate. This indicates that, there is low level of ability in the side of managers in understanding behaviours

On the other hand, managers replied that, since it is difficult to know humane behaviour there is some sort of complexity in having detail biography of a certain employees. Due to this there is a dilemma in controlling the task and behaviour of some employees in their work place. Finally, employees response in the open ended question indicate that, Ethiopian wild life conservation authority can effectively implement its overall objective and sustain it efficiency, if it can create conducive environment that can handle employees manager relationship smoothly.

CHAPTER FOUR

SUMMARY, CONCLUSIONS AND RECOMMENDATION

After detailed analysis carried out in the previous chapter i.e. all data's collected, presented, analyzed and interpreted major findings of the study are summarized, conclusions drawn and finally possible recommendations forwarded to the respective body of the authority.

4.1. Summary of Major Findings

- According to the findings majority of the respondent i.e. 39(48%) of them replied that, employees are working in the EWCA for the last 6-10 years.
- The data obtained from respondents' i.e. 54(68%) of them replied that the environment of the organization is poor.
- In order to the majority of the respondents i.e. 50(62%) replied that the relation revealed by manager have impact on employee turnover.
- The findings show majority of the respondents i.e. 58(71%) replied that, there is medium level of effort made by managers to create smooth relationship between employees and managers.
- The data obtain that majority of the respondents i.e. 49(60%) replied that, to great extent employee manager relationship increase productivity.
- According to the study majority of the respondents i.e. 53(65%) of the respondents replied that they are satisfied by the relationship with immediate boss to lower extent.
- In order to the data majority of respondents i.e. 55(68%) replied that, they have lower level of communication with the manager and communicating the work force organizations policy and procedures.

- As indicated that majority of the respondents i.e. 41(50%) replied that, managers in EWCA give attention and narrowing the gap at lower level.
- According to the study, majority of the respondents i.e. 57(70%) replied that managers in EWCA has no skill to solve conflict occur between with employees and the management.
- The study revealed that, majority of the respondents i.e. 56(69%) replied that, medium level because not much psychologically mature.
- Finally, summary of major findings shows majority of the respondents i.e. 50(61%) replied that managers can understand the behaviour of subordinate to lower extent.

4.2. CONCLUSIONS

Based on the major findings summarized the following conclusions were drawn.

- According to the finding shows employees in EWCA are fall in the procedure are category with rich in their work experience and educational qualification.

- There is no convenient work environment in EWCA this may affect employees retention within the organization.
- Employee's behavior affected by the response they have from managers which may cause improper conversion of planned authority.
- Employee's productivity basically derived from the treatment obtained from managers, this might indicate amendment need of EWCA in better employee manager relation.
- The level of satisfaction overcome (possessed) by employee is very low, this might enhance turnover rate of the organization.
- Managers within the organization do not communicate work force management policies which is the cause of gap between employees and managers.
- Managers are not comparative to see employee's contribution this may cause absence of diverse opinion in the activities carried out.
- According to the study, employees cannot confidentially speak about the problem solving ability of managers.
- According to the study employees working in EWCA are not satisfied by the relationship between employees and the management.
- Finally, management of the authority is not good enough to act and control their emotion, which affect proper handling of employee manager relation.

4.3. RECOMMENDATION

Based on the conclusions drawn the following recommendations are forwarded.

- In order to obtain full employee potential at work, EWCA should improve the working environment of the authority. Thus, based on the Employee's Job experience and Educational Qualification the organization might have decrease the gap between employee and management the organization will increase his productivity.

- Management of the authority tried to create better relation with employees, which is the base for better achievement of organizational goal.
- In order to have free flow of information and understanding each other, the management of EWCA should build better relation between managers and employees because if it kept the employees needs, rights and creating better work environment.
- In order to have and develop disciplined workforce managers should have to realize behavior of employee. Hence, as a management there should be as a role of model.
- In order to achieve maximum achievement of productivity of the authority, EWCA should make suitable relation between each other. Hence for employees should be given training and development related to their job position.
- In order to enhance the level of satisfaction possessed by employees, managers with in EWCA recommended striving in creation of better relation and Bosses in EWCA workers must acknowledge and show consideration for one other as well as learn to trust each other in order to overcome challenges. Work relationships should promote open communication and mutual understanding, Bosses and workers are to cooperate with one another and use collaborative ways to solve problems and make decisions.
- The management of the authority strongly recommended, communicating policies in order to tackle awareness problem of employees EWCA management should be HR policies that are very clear about what is acceptable and is not acceptable behavior in the workplace.
- Finally, in order to maintain conducive work environment and spirit at work, the authority strongly advised to facilitate training to managers to make them complete and emotionally matured and Bosses promise to

compensate workers fairly for the work they perform. Workers promise to work hard to earn the compensation paid to them. Bosses agree to provide a positive work environment that will promote employee commitment and engagement. Workers agree to be fully committed to and actively engaged in helping the company achieve its mission and vision.

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APPENDICES

Appendix -A

ST. MARY'S UNIVERSITY COLLEGE

FACULTY OF BUSINESS

DEPARTMENT OF MANAGEMENT

Questionnaire to be filled by employees of Ethiopian Wildlife Conservation Authority

This questionnaire is prepared to assess employee management relationship practices for the partial fulfillment of the requirements of Bachelor of Art Degree in Management. Your cooperation in filling the questionnaire would have a contribution for the successful accomplishment of the study.

Thank you in advance for your cooperation.

N.B

- > Please use X or /mark in the boxes provided
- > Use the space provided for the open ended questions

I. Personal information

1. Sex

Male |-----1 Female ☐

2. Age

18-25 ☐ 36-40 ☐
26-30 ☐ > 40 ☐
31-35 ☐

3. Education

Below Grade 12 1 1 1---1 Diploma
12 Grade Complete 1 1 1---1 Degree
Certificate |-----1 Other

4. Job experience

Less than 1 year |-----1 11-15 years ☐
1 - 5 year 1 1 16 and above 1 1
6-10 years II

II. General Information

5. How do you rate your company work environment?

Very good	<input type="checkbox"/>	very poor	<input type="checkbox"/>
Good	<input type="checkbox"/>	Neutral	<input type="checkbox"/>
poor	<input type="checkbox"/>		

6. To what extent are you satisfied with the relationship you have with your immediate boss?

To very great extent	<input type="checkbox"/>	To lower extent	<input type="checkbox"/>
To great extent	<input type="checkbox"/>	To very low extent	<input type="checkbox"/>
To some extent	<input type="checkbox"/>	Neutral	<input type="checkbox"/>

7. How do you rate the effort shown by managers to create better relationship in the organization?

Very high	<u>1</u>	Low	<u>1</u>
High	<u>1</u>	Very low	<u>1</u>
Medium	<u>1</u>		

8. The relationship revealed by the management with employees has significantly contributed to high employee turnover?

Yes	<u>1</u>	No	<u>1</u>	somehow	<u>1</u>
-----	----------	----	----------	---------	----------

9. If you answer to question 8 is yes please specify the reason?

10. To what extent the relationship between managers and employees increase productivity?

To very great extent	<input type="checkbox"/>	To lower extent	<u>1</u>
To great extent	<input type="checkbox"/>	To very lower extent	<u>1</u>
To some extent	<input type="checkbox"/>		

11 How do you rate managers in communicating the workforce management policy and procedure is?

Very high	<u>1</u>	Low	<u>1</u>
-----------	----------	-----	----------

☐

High ☐ Very low
Medium ☐

12. How do you rate managers willingness in giving attention to your view to narrow the gap?

Very high ☐ Low ☐
High ☐ Very low ☐ I---1
Medium ☐ I

13. Does managers in your organization have skill to solve conflict?

Yes ☐ I No ☐ I-----1 somehow ☐ I

14. How do you rate emotional maturity of managers in your organization?

Very high ☐ I Low ☐ I
High ☐ I Very low ☐ I
Medium ☐ I---1

15. To what extent managers understand behaviours of their subordinate?

To very great extent ☐ I-----1 To lower extent ☐ I-----1
To great extent ☐ I To very lower extent ☐ I
To some extent ☐ I

16. What was your organization use to handle employee and manager disagreement in the work place?

17. If you have any idea concerning employee management relationship practice of Ethiopian wildlife conservation authority please specify?

Appendix- B

ST. MARY'S UNIVERSITY COLLEGE
FACULTY OF BUSINESS
DEPARTMENT OF MANAGEMENT

The following Interview questions will be provided to the management of Ethiopian Wildlife Conservation Authority

- What kind of employee management relationship practice exists in your organization?
- To the best of your knowledge, what was the decision of employees having in convenient relation with their managers?
- Do you think that good employee manager relation enhance productivity?
- What is the level of managerial capability in understanding and acting according to the behaviour of their subordinate?
- If you have anything that need to be raised in relation to employee manager relation practice of your organization?

Declaration

I, the under designed declare that this senior research is my original work, prepared under the guidance of Mr ,Abera Legesse.

All source of materials used for the manuscript have been duly acknowledged.

Name: - HABTAMU CHEKOL

Signature: - -----

Place of submission:- St, Mary's University College

Date of submission:- June, 2011 GC

SUBMISSION APPROVAL SHEET

This senior research paper has been submitted to the department of management in partial fulfillment for the requirement of BA Degree in management with my approval as an advisor.

Name: -

Signature:-.....

Date of submission:-.....



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